



DEPARTMENT OF THE NAVY
SPACE AND NAVAL WARFARE SYSTEMS COMMAND
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SPAWARINST 12410.18
SPAWAR 08-2

18 March 1998

SPAWAR INSTRUCTION 12410.18

From: Commander, Space and Naval Warfare Systems Command

Subj: SPAWAR/PEO-SCS CIVILIAN LEADERSHIP DEVELOPMENT

Ref: (a) SECNAVINST 12410.24 of 24 Aug 95, Subj: Civilian Leadership Development

Encl: (1) Civilian Leadership Development Continuum and Competency Definitions

1. Purpose. To establish joint Space and Naval Warfare Systems Command (SPAWAR) and Program Executive Officer for Space, Communications and Sensors (PEO-SCS) Civilian Leadership Development (CLD) initiative and policy.

2. Background. Reference (a) established the framework for Civilian Leadership Development for the Department of the Navy. The goal of the framework is to improve the leadership skills and competencies of all civilian employees in preparation for managerial positions, as the Navy faces the challenges of downsizing, force restructuring, changing technology, underrepresentation of women and minorities, and changes to Services' roles and missions. Within SPAWAR and PEO-SCS, a number of years of downsizing, including incentivised departures of senior managers and supervisors, has substantially reduced the population of experienced leaders. In addition, the increasing use of teaming arrangements, e.g., Integrated Product Teams (IPTs), Acquisition Coordination Teams (ACTs), etc., demands an increased number of skilled leaders among our workforce. A proactive approach to training new leaders needs to be taken to develop competent successors for those that are being lost. The SPAWAR Civilian Leadership Development initiative is intended to serve this purpose. This joint initiative will benefit the SPAWAR and PEO-SCS organizations by developing highly skilled, competent new leaders to succeed the current senior leaders as they retire or accept other positions. Employees will benefit by acquiring competencies that are essential for successful performance in positions requiring leadership skills.

3. Policy

a. SPAWAR/PEO-SCS will jointly establish and maintain a Civilian Leadership Development initiative to promote leadership skills among our civilian workforce.

18 March 1998

b. All civilian employees are eligible to participate in the CLD Initiative; however, participation is voluntary. Supervisors should allow employees who desire to participate in the initiative an opportunity to do so, including allowing reasonable amounts of time during normal working hours for training and developmental assignments.

c. Leadership competencies will be essential for individuals desiring promotion into high-grade positions. Thus, possession of leadership competencies will be an important consideration in selection for all supervisory and managerial positions, DP-III/IV. These leadership competency requirements will be addressed as knowledge, skills, and abilities in vacancy announcements for such positions. Applicants for these positions will be asked to address how they acquired the individual competencies. Participation in CLD will not in itself guarantee promotions.

4. CLD Definition

a. CLD is a process for career development. It is designed to be very flexible so that learning activities can be tailored to employees' individual needs. There is no rigid schedule or prescribed classroom training that one must adhere to. Employees determine which competencies they need and how to acquire them.

b. This initiative is founded on mentoring. All participating employees will select a mentor who will help determine what skills need to be acquired and will advise about the best ways to learn the competencies.

(1) The mentor will not be in the supervisory chain, and it is desirable, but not mandatory, for the mentor to be one level higher than the employee. The employee and the mentor must mutually agree to the relationship; that is, they each have the opportunity to decline, as it is a voluntary relationship. It is important that the employee and the mentor have a relationship built on mutual interest and trust. Employees should not feel compelled to work with a mentor with whom they are not comfortable. Furthermore, the employee may select a new mentor at any time if a change would benefit his or her personal development plan. Mentors may be chosen from any part of SPAWAR or PEO-SCS, and do not need to be from the employee's directorate. Mentors may be selected from SPAWAR Systems Centers, another command, or even another agency. Employees should work with the person they feel can give the best advice and guidance.

(2) Senior leaders (supervisors/managers) are encouraged to participate in CLD as mentors. Benefits from such involvement include:

(a) an opportunity to hear firsthand the views and concerns of employees from different levels of the organization;

18 March 1998

- (b) sharpened leadership and interpersonal skills;
- (c) a sense of pride from watching mentored employees grow, as well as a sense of contribution to the organization;
- (d) a source of recognition; and
- (e) expanded professional contacts. Mentors will receive training to ensure they understand their responsibilities.

c. The employee, to his or her own situation, will tailor an Individual Leadership Development Plan (ILDP). The ILDP will map out the training and development experiences needed by the employee to fulfill the competencies. An ILDP is required of all participants. The assistance of the mentor, who will have acquired and practiced the competencies as a senior leader, is required during the design of the ILDP.


d. One tool available to employees will be a 360-degree skills inventory for assessing personal leadership strengths and weaknesses. The areas of assessment are tied to the CLD competencies. Behavioral observations are provided from many organizational layers, including self, because the instrument will be distributed to superiors, peers, and direct reporting subordinates. Confidential reports will be provided which identify strengths and areas for development. The results are to be shared with the mentor and form a basis for the design of the ILDP. The results are NOT used for performance evaluations, and need not be shown to the supervisor. Accompanying the results will be a comprehensive list for each competency suggesting developmental opportunities. Employees are not constrained to these activities, however, and they, their mentors, and their supervisors may select other activities that they feel are best suited to the individual's needs.

5. Pilot Program. A pilot CLD group will be initiated within 2 months of the date of this instruction. The pilot will be open to a limited number of SPAWAR Headquarters and PEO-SCS personnel located in San Diego. This group will assess the processes and tools of this initiative during an 8-month period. CLD will be opened to the entire SPAWAR/PEO-SCS Claimancy upon completion and assessment of the pilot program.

6. Responsibilities. CLD will fall under the auspices of the SPAWAR Human Resource Development Board (HRDB). SPAWAR 08 is responsible for the actual implementation and administration of the program, under the guidance of the HRDB. All employees will be personally responsible for charting their individual leadership development in consultation with supervisors and mentors and completing the necessary developmental actions.

18 March 1998

7. Action. SPAWAR and PEO-SCS Headquarters directorate and staff code heads and SPAWAR Systems Centers commanders will ensure that the policy and procedures outlined herein are implemented throughout the SPAWAR Claimancy.



G.F.A. Wagner
Rear Admiral, U.S. Navy

Distribution:

SPAWAR List 6

SNDL Part II

FKQ (SPAWARSYSCEN)

PEO-SCS-A

PEO-SCS-E

PEO-SCS-G

PEO-SCS-1

PEO-SCS-2

PEO-SCS-3

PMW 101

PMW 146

PMW 159

Civilian Leadership Development Continuum

EXECUTIVES

Strategic Vision
External Awareness
Organizational
Representation
& Liaison
Joint Service Perspective

MANAGERS

Innovative Thinking
Program Development/
Planning & Eval
Model/Reinforce Core
Values
Resource Mgmt
Technology Mgmt
Process Oversight Mgmt
Mentoring
Presentation/Marketing Skills
Risk Management

SUPERVISORS

Situational Leadership
Demonstrate Core Values
Managing Diverse Workforce
Coaching/Counseling
Conflict Management
Change Management
Team Building
Influencing/Negotiating
Human Resources Mgmt

FOUNDATION COMPETENCIES

Oral Communication
Written Communication
Problem Solving
DON Mission/Organization
Awareness

Interpersonal/Team Skills
Self-direction
Quality Principles
Navy Core Values
Customer Orientation
Flexibility
Decisiveness
Technical Competence
Diversity Awareness